COMPETENCY MODELLING

Some key benefits to Organisations

- **Chandramowly**

Awareness *about concept of Competencies*

How it helps an organisation?

- Helps organisations to define before hand, the minimum overall capabilities required to perform a job and the superior levels of performance using behavioural indicators
- Managers find it easy to identify different performance levels, from average to superior, when jobs are defined using specific behavioural indicators which reduce subjective assessment, increases assessment accuracy, enhanced employee satisfaction based on the rationality of the system.
- Defining competencies will help organisations to identify and benchmark superior performance which can be constantly upgraded to marked needs thereby an organisation remains capable of responding to market challenges with its integrated competency program of continuous people development activity.
- It helps to develop a common language to define and explain as to what an average performer need to do to attain superior performance. Employees will understand the need for their development to progress in their career since developmental areas are based on new competency development supported by a well-written development plan for each individual. In a competency-based system, an employee takes responsibility to develop new competencies every year and his superiors will ensure to provide him the required resources. A well-documented assessment system will reduce bias, grievances and employee turnover.
- What differentiates superior performance is the key to establish competency model for an organisation. Employee career planning is structured and opens since an employee learns and documents on how he can go up the management ladder by developing which superior competencies, whether he develops or not is assessed. The system documentation is not only complying with ISO requirements but also promotes fair play and equity.

Understand and develop Competency Categories

How it helps an organisation?

- Establishing competency categories for an organisation means creating managerial, leadership, functional, behavioural and role clusters. It is a part of competency modeling which help an organisation to structure its performance measures and employee development, which are significant to its success.

- Employees can decide and chose to get in to different career paths, with the established development dynamics, which will reduce employee turnover arising out of monotony and stagnation.

- Competency categories will help organisations to plan and budget for training since it will be known after the model implementation about which competencies are easy to develop and assess which are difficult to learn and assess.

Developing Competency Dictionary

How it helps an organisation?

- Since the data of dictionary includes technical and professional competencies covering most of the organisational jobs, managers can test the job similarities and identify competencies for superior performance
- Documented competency development and assessment will form an evidence of employee development capabilities for business success.
- Definitions in dictionary project behavioral indicators in three dimensions. Ex: Action orientation competency projects in three shades of Innovation, Impact and Intensity displayed for superior performance. This will help organisations to develop internal scales for measuring performance.

Competency based Selection Process

How it helps an organisation?

- People normally do not reveal their real motives at abilities. Un-structured, non-behavioural selection interviews have little power to predict who will do a good job. What people say about their capabilities is less credible

than what they actually do. Behaviour Based interviewing process has been proved a better process to predict future performance since its focus is on what the person has done in the past.

- Helps organisations to identify candidates with strong capabilities and potential to match organisational competencies.
- An organisation will know its current capability in each of the competencies required to perform its business process.

Competency Modeling

How it helps an organisation?

- It provides a "road map" for the range of behaviors that produce excellent performance.
- It helps teams and individuals align their behavior with key organizational strategies; and each employee understands how to achieve expectations

  Develops strategy to create a competency Model using Organisation's Mission, Vision, Values and strategic objectives.
- Links Business Objectives, KRAs, Individual Critical goals and Tasks using a straw model
- Employees will be able to acquire and apply knowledge to develop competency models for work groups, jobs and organizations.
- Helps individual employees to develop competencies to match the organisational core competencies
- Competency development activities will serve business objectives organisation linking to their vision and values
- Ensures effective methods to develop and maintain core competencies.
- Progressively help to develop competencies for all individuals, each unit and organisation as a whole.

Competency Based Career Planning

How it helps an organisation?

- Individuals are increasingly responsible for career planning. Competencies provide a framework for self-development efforts. A well-defined competency model can provide guidance in career planning.
- Helps to re-evaluate competencies as market changes to develop new competencies to manage change.

- Individually identified knowledge, skill and abilities will improve work process and develop capabilities to move up on the career ladder.

Competency Based Performance Management System

How it helps an organisation?

- Competency based PMS will help organisations to focus on individual/specific competencies other than single focus of generalised organisational competencies.
- Helps individuals know their capabilities in each of the competencies selected for development.
- Helps organisations to develop and document policy for continuously improving competencies for superior performance.
- It makes managers more focused to develop their team members, for coordinating activities for personal competency development for enhancing performance, knowledge sharing and retention.
- Competency based PMS paves way to inspire people and motivate them to perform better, developing strong bonds with organisations.
- Organisational workforce practices are tailored to motivate individuals/groups to improve competencies that are relevant to organisations.

Competency Based Coaching Pilot

How it helps an organisation?

- Organisations systematically review competency development and value add
- Helps individuals to recognize their issues, create SMART goals, and decide an action plan on a development area.
- Individual problem areas are shared with internal coaches. What worked? Where did one get stuck? What would one do different next time? – A Coach gets the view and gives his view. Individuals share intentions, describe choices and explain consequences.

Competency Based Coaching Pilot

How it helps an organisation?

- Decision makers understand the process of communicating to each other how they perceive (feel, believe, think) they perform the organisational tasks effectively, covering all the four directions (Managers, Peers, Customers and Other members)

- Executives learn the usefulness of 360 DF and develop 360 degree feedback system: (Survey distribution, survey return and consolidation, Feedback interpretation, Team Feedback, and development plan)

- Understand the mechanics of 360-degree feedback process, Discuss and learn evaluation and implementation. Decide the roles and responsibilities of Feedback providers

- Decide process strategy: Survey what, whom, frequency, confidentiality, Accountability, Participation, Writing 360 summaries, way to provide feedback and managing after feedback situations

Competency based training as required by ISO Standards

How it helps an organisation?

- Develop templates, which list skills and capabilities that together describe typical competencies for a variety of job types
- Develop templates for jobs in different T functional areas across the organization
- Training material to introduce the use of competencies to organization
- Train for Trainers - training guide with instructor notes and overheads
- Develop competency dictionaries, competency definitions and competency modeling
- Develop Competency Evaluation process for personnel against selected competencies

- Provide specific competency development training and other actions to maintain and increase the competence of people

- Coach on Competency Tracking System to help organization identify coverage for needed competencies.